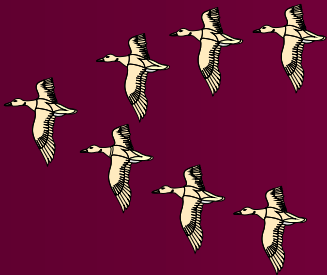# *Making Your Leadership Style Work*©

Mr. Robert W. Barnhart
President, Enabling Communications, Inc.

The quality of leadership, more than any other single factor, determines the success or failure of an organization.

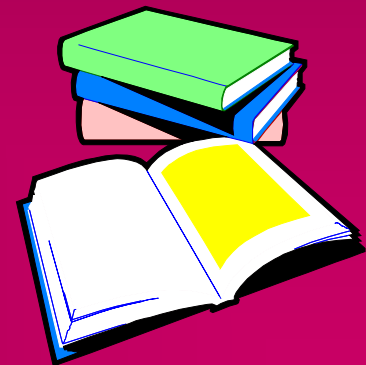*- Fred Fiedler & Martin Chemers Improving Leadership Effectiveness*

"Leadership, I'm not sure how to define it,
but I know it when I see it."

- Dwight David Eisenhower

Leadership

- Thousands of books on leadership
- Almost as many theories on what it is
- Many contradictory
- None universally accepted

Leadership

- Why so hard to precisely describe?
- Why can the same "leadership actions" achieve success in one circumstance and failure in another?
- How can the perception of leadership be so different among people?
- Do you know leadership when you see it?

Leadership Seminar Goals

- Promote a discussion
  - Exchange of ideas
  - Better understanding
- Differentiate Management from Leadership
- Discuss the roles of leadership
  - Leader
  - Follower
- Gain insight into how you perceive yourself in the role as a leader

What is Leadership?

In groups designated by your instructor, develop a checklist of attributes required of a good leader. Be prepared to present your list to the class.

Leadership Attributes

- Integrity
- Technically skilled
- Honest
- Charismatic
- Good communicator
- Well mannered
- Takes care of people
- Visionary

- Ethical
- Appropriately dressed
- Good listener
- Compassionate
- Meets challenges head on
- Courageous
- Rises above self interests

8

Self Evaluation?

- Take the previous list and score yourself 1 – 10 (1 being I do not possess this attribute and 10 being I always demonstrate this attribute)

- Total possible score is 150 points

- Is there a minimum score you'd have to achieve to be considered a leader?
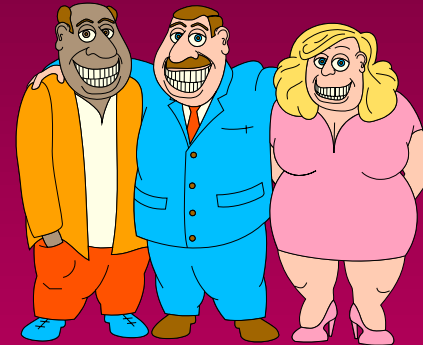
9
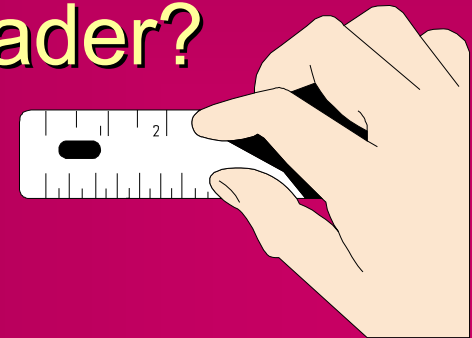
Leadership

- Why should we learn more about leadership?
- Why should we care?

Why?

- Most people fill various leadership roles daily.
  - Teams
  - Work groups
  - Social gatherings
- Some are in a management position.
- All choose to follow at various times.
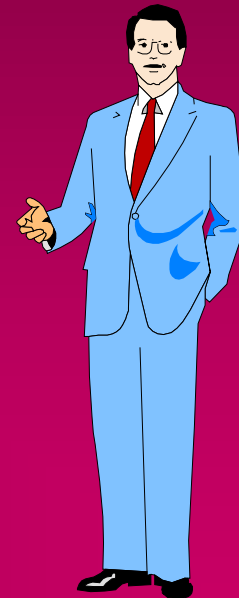
Importance

Without a good understanding of leadership, what it is, how it works, and the role it plays in our everyday lives; we can significantly limit our future successes as individuals, organizations, and as a nation.

12
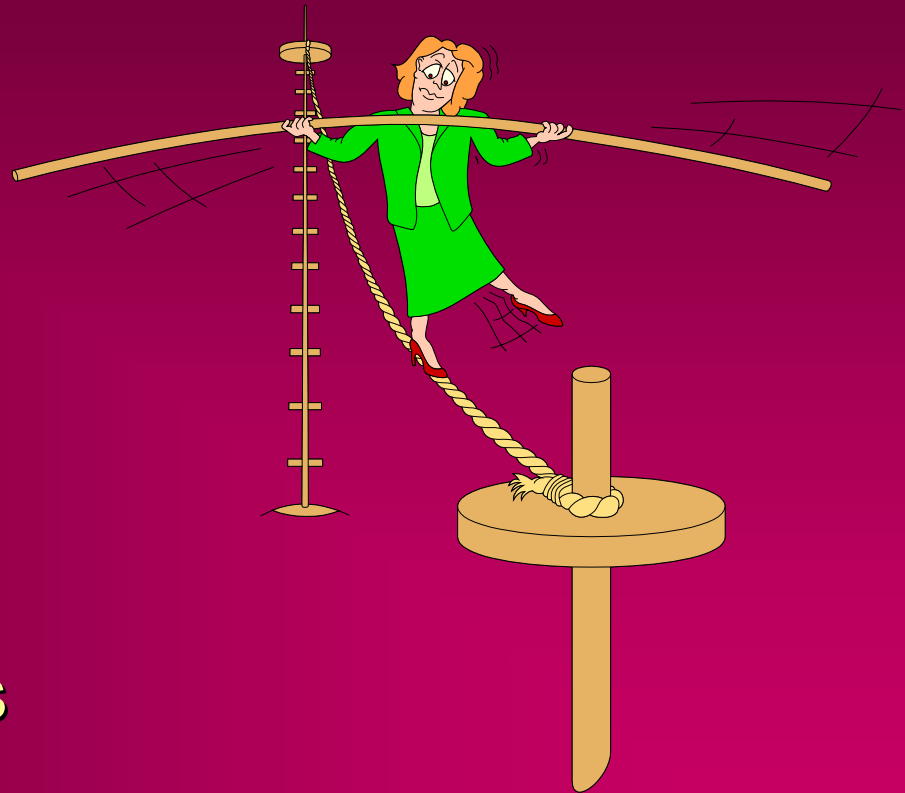
What does a Leader Look Like?

- Can you describe this?

Personal Leadership Traits

- Leaders tend to be confident.

- "Consequently, identifying leaders requires sensitivity to the traits shown by anyone who's confident[1]."

- "Leadership and confidence do not have to entail an outgoing, domineering, aggressive personality. There are quiet and confident leaders, and there are loud and aggressive ones[2]."

[1] *Reading people,* Jo-Ellan Dimitrius, Ph.D., & Mark Mazzarella, Ballantine, 1999

[2] Ibid

14

Leaders and others who are confident may . .

- Typically lead (and often control) conversations
- Usually have a number of people around them as a result of their personality
- Position themselves at an appropriate distance from people when talking (although a "control freak" will usually invade someone's personal space)
- Volunteer for unpleasant tasks
- Be good listeners
- Have a self-assured smile, not overstated or toothy, but sometimes almost smug
- Walk with confidence, almost striding, frequently with their arms moving rather significantly

Reading people, Jo-Ellan Dimitrius, Ph.D., & Mark Mazzarella, Ballantine, 1999

15

Leaders and others who are confident may . .

- Have a firm handshake

- Be better-dressed

- Have good hygiene

- Dress conservatively and appropriately for the occasion

- Dress in more expensive and more tasteful clothing

- Seldom follow any faddish trends

- Be wiling to engage in conversation

- Be physical and athletic

- Make good eye contact

- Have a conservative haircut or hairstyle

1 Reading people, Jo-Ellan Dimitrius, Ph.D., & Mark Mazzarella, Ballantine, 1999

Leaders and others who are confident may . .

- Have erect posture

- Square their body to the person they're speaking to

- Carry the trappings sometimes associated with responsibility, such as a briefcase, calculator, cellular phone, pager, calendar, or Day-timer
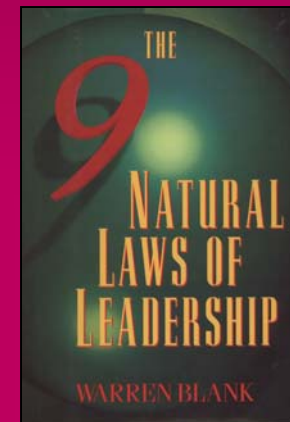
Reading people, Jo-Ellan Dimitrius, Ph.D., & Mark Mazzarella, Ballantine, 1999

Leadership Perspective

- ***The 9 Natural Laws of Leadership,*** by Warren Blank
- Used at Federal Executive Institute
- Available through Amazon.com

Another Perspective

- **Natural Laws of Leadership**
  1. "A leader has willing followers – allies.
  2. "Leadership" is a field or interaction - - a relationship between followers-allies.
  3. Leadership occurs as an event.
  4. Leaders use influence beyond formal authority.
  5. Leaders operate outside the boundaries of organizationally defined procedures.[1]"

[1] *The 9 Natural Laws of Leadership*; Warren Blank; © 1995 Warren Blanks, AMACOM, NY

Another Perspective

- Natural laws of leadership (continued)

  6. "Leadership involves risk and uncertainty.

  7. Not everyone will follow a leader's initiative.

  8. Consciousness – information processing capacity – creates leadership

  9. Leadership is a self-referral process. Leaders and followers process information from their own subjective, internal frame of reference. [1]"

1 *The 9 Natural Laws of Leadership*; Warren Blank; © 1995 Warren Blanks, AMACOM, NY

1. "A leader has willing followers – allies."

- People must decide to follow

- In effect, the followers determine the leader; especially when more than one potential leader exists.

2. **"Leadership" is a field or interaction - - a relationship between followers-allies.**

- Leadership most often does not reside within a person.

- It is the energy created by the interaction between leader and followers

3. Leadership Occurs as an Event

- The initiative that created the leader and follower interaction has a beginning, a middle, and an end.

- Most leadership events are short-lived.

- Long term leadership is rare because it is based on multiple events.

4. Leaders use influence beyond formal authority.

- Managerial versus leadership influence
  - Managerial influence derived from position
    - Position to position (Boss to subordinate)
    - Based on command
    - Requires subordinates to comply with demands
  - Leaders influence derives from interaction with followers
    - Person to person
    - Based on commitment
    - Inspires others to follow or align with
- Managers can also be leaders

5. Leaders operate outside the boundaries of organizationally defined procedures.[1]

- Leadership emerges in organizations when –
  - Established paths become blocked
  - People get stuck in a rut
  - A new possibility exists
- Leaders and managers simply operate in different domains

6. Leadership involves risk and uncertainty

- Leaders cause change
- In change there is always risk
- Risk must be embraced/accepted
- Leaders see risk as a challenge
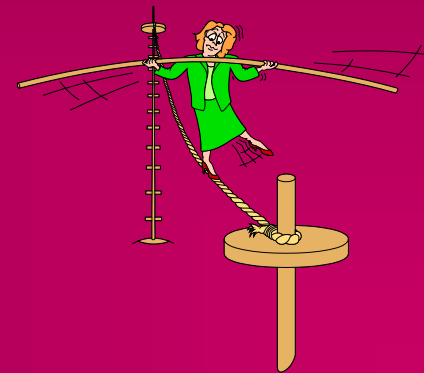
7. Not Everyone Will Follow a Leader's Initiative

- Leaders face limits.
- There will always be naysayers
- There will always be those afraid to take risks
- Uncertainty will always be present
- Leaders need to focus on followers/allies, gain their support, and drive on
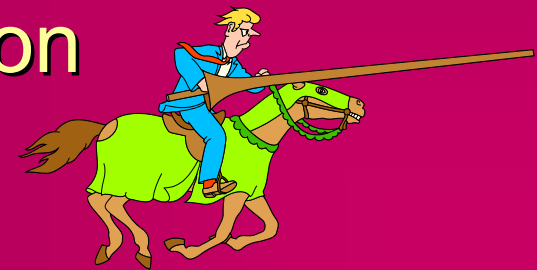
8. Consciousness – Information Processing Capacity – Creates Leadership

- The ability to take raw information, process it, and see possibilities

- A leader must then "connect" with followers/allies

- Followers/allies recognize the benefits of the leader's ideas – at the conscious level

"Leaders must meet the follower at the follower's level of consciousness before they can lead the follower to a new level."

"Leaders reflect the followers, and followers get the leaders they deserve."

9. Leadership Is a Self-Referral Process

- Consciousness is <u>how</u> people process information
- Self-referral defines <u>who</u> process the information
- Based on the individual's frame of reference
- We follow based on what our image of a leader is

Status

- What we've done –
  - Discussed our perceptions of leadership
  - Discussed how to spot a leader
  - Learned the Natural Laws of Leadership
- What we need to do –
  - Dimensions of Leadership Profiles
  - Wrap Up

Leadership Profile Goals

✓Recognize the three ways to evaluate leadership possibilities: you as a leader, someone else as a leader, or the leadership needs of the situation.

✓Understand leadership as a relationship between leaders and followers.

Leadership Profile Goals

✓ Identify four dynamic areas that capture a leader's attention in his or her environment.

✓ Discover 12 key ways that leadership may be demonstrated.

✓ Gain insight into identifying leadership needs at different times and places.

Leadership Profile Goals

■ Gain perspective on how you can contribute to a group's success now and in the future.

■ Explore ways to encourage active leaders and committed followers at all levels of the organization.
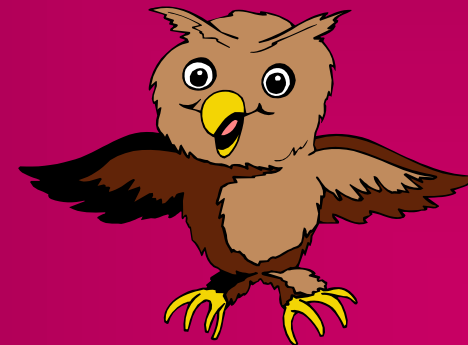
Leadership vs Management

Fundamental difference: Source of Influence

Managers and Leaders

- Managers have influence due to the authority of their position and title.

- Leaders are influential because people choose to follow them.

Management is Based on Position Authority

- Managers plan, budget, organize and control by:
  - Creating policies and procedures;
  - Giving orders;
  - Focusing on short-term results
  - Getting involved in the process of accomplishing defined objectives;
  - Focusing internally and working with existing structures.

Leadership is Based on Voluntary "Followership"

- People lead when others choose to follow them. Relationships with others determine the direction of a group. Among other things, leaders:

  - Challenge, change, and shake up the system, enabling others to perform and grow;

  - Focus on long-term results and anticipate the effects of change;

 - Define objectives based on their belief in a purpose for the organization; focus externally and move beyond organizational boundaries.

- **"Leadership is a reciprocal relationship between those who choose to lead and those who decide to follow."**

– Kouzes & Posner
Credibility: How Leaders Gain and Lose It, Why People Demand It, 1993

THEIR SECRET?

All take turns leading & following
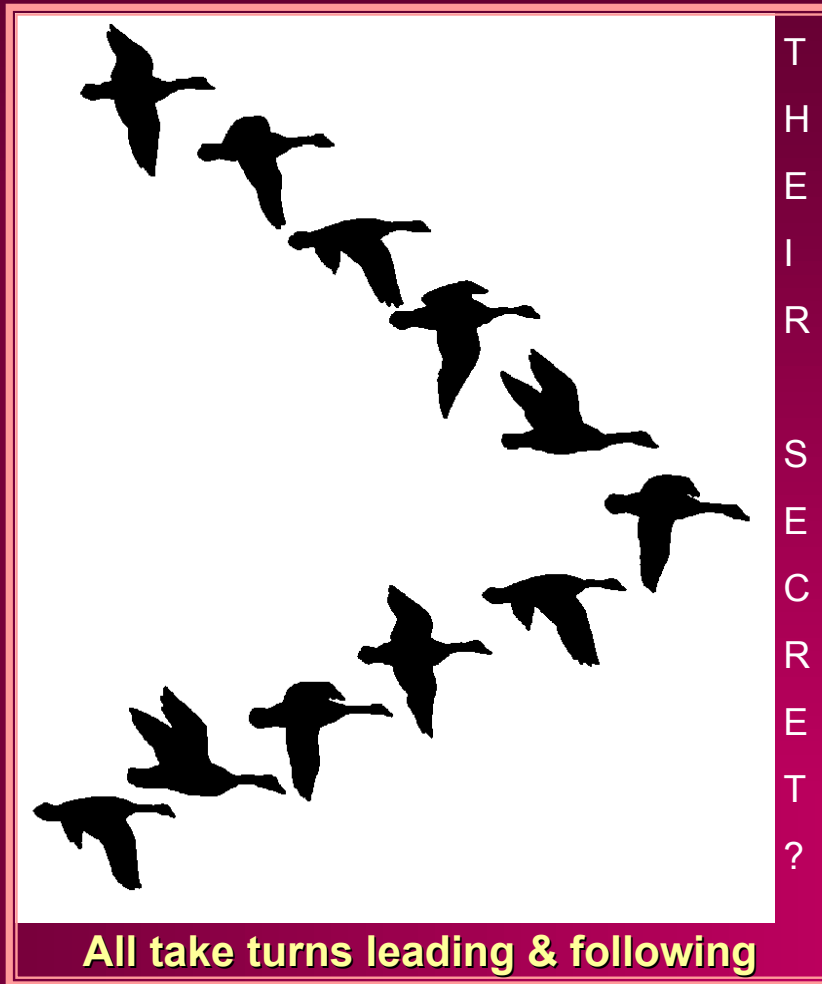
Leaders and followers react to each other's actions and needs.
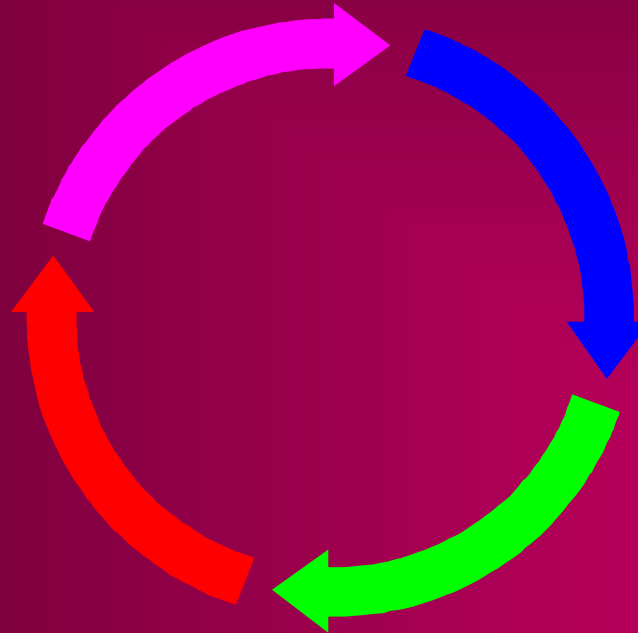
Key Points of Understanding Leadership

- Leadership is a dynamic relationship between leaders and followers.

- Effective leaders focus on different things in response to changing needs.

- Leaders and followers may exchange roles as the needs of the situation change.

Points of View

1. You as a leader

2. Someone else as a leader

3. Leadership needs of a situation

You as a Leader

- How you see yourself in your role as the local Internal Review Director.

- What type of leadership is required.

- What type of leadership you offer others.

- How you would like to lead.

Someone Else as a Leader

- How you see the other person in his or her job.

- How you see him or her contributing to the success of a group to which you belong.

- What you expect of a person in a leadership role.

- What type of leader you would follow.

Leadership Needs of a Situation

- How you believe a leader should respond in this situation.

- How you perceive the people involved, the goals to be met, and any special challenges or opportunities.

1

Meets a challenge head-on _____ ☐

Imagines what the future looks like _____ ☐

Trusts him or herself to succeed _____ ☐

Focuses on the need of followers _____ ☐

Practices what he or she preaches _____ ☐

Example

1

Meets a challenge head-on	3	B
Imagines what the future looks like	2	P
Trusts him or herself to succeed	1	F
Focuses on the need of followers	5	S
Practices what he or she preaches	4	N

Rank responses. Use "5" to indicate the most important through "1" for the least important.

TALLY BOX

Character

$1 + 3 + 4 + 2 + 5 =$ **E** 15

$4 + 5 + 5 + 3 + 2 =$ **N** 19

$4 + 3 + 5 + 1 + 3 =$ **R** 16

Total | 50

Analysis

$2 + 2 + 3 + 4 + 4 =$ **F** 15

$5 + 4 + 5 + 5 + 4 =$ **P** 23

$5 + 5 + 5 + 5 + 5 =$ **J** 25

Total | 63

Accomplishment

$3 + 1 + 1 + 2 + 1 =$ **O** 8

$2 + 2 + 1 + 1 + 2 =$ **B** 8

$4 + 3 + 1 + 1 + 1 =$ **T** 10

Total | 26

Interaction

$2 + 3 + 3 + 2 + 4 =$ **C** 14

$4 + 4 + 3 + 3 + 3 =$ **I** 17

$1 + 2 + 2 + 4 + 1 =$ **S** 10

Total | 41

Character + Analysis + Accomplishment + Interaction = **Grand Total** | 180
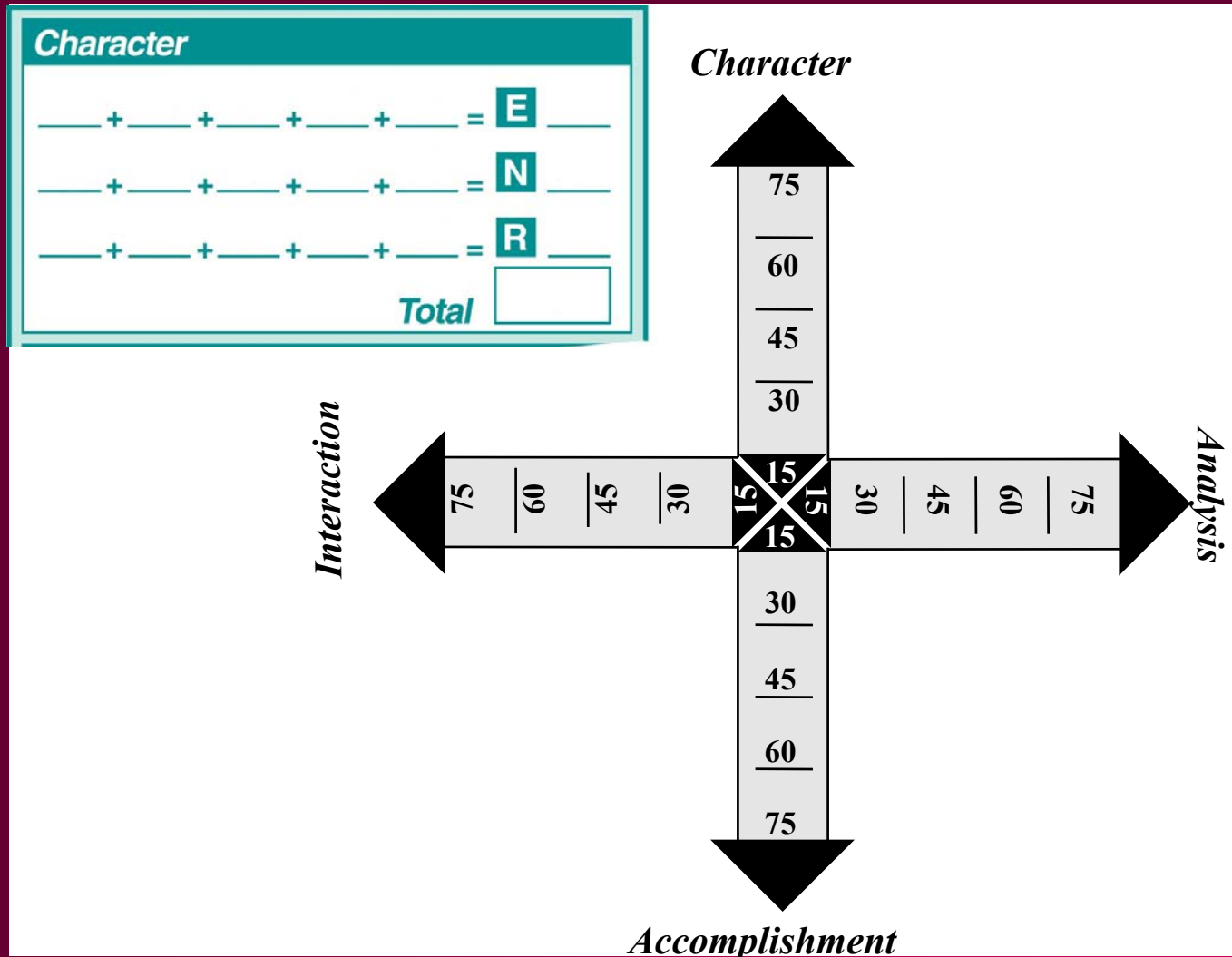
Character

____ + ____ + ____ + ____ + ____ = **E** ____

____ + ____ + ____ + ____ + ____ = **N** ____

____ + ____ + ____ + ____ + ____ = **R** ____

Total

Character

75
60
45
30
15

Interaction — 75 60 45 30 15

Analysis — 15 30 45 60 75

15
30
45
60
75

Accomplishment

52

Character

$$3 + 3 + 2 + 3 + 4 = \text{E} \quad 15$$

$$4 + 5 + 3 + 4 + 2 = \text{N} \quad 18$$

$$5 + 5 + 4 + 5 + 5 = \text{R} \quad 24$$

Total 57

Character

75
60
45
30
15

Interaction 75 | 60 | 45 | 30 | 15

15 | 15

Analysis 15 | 30 | 45 | 60 | 75

15
30
45
60
75

Accomplishment

Focus of Attention
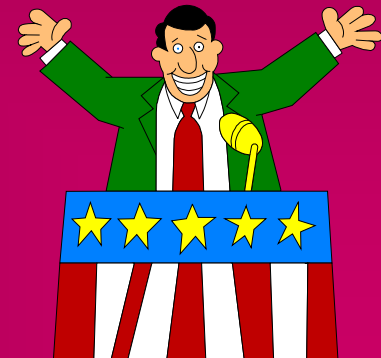
What gets your attention?
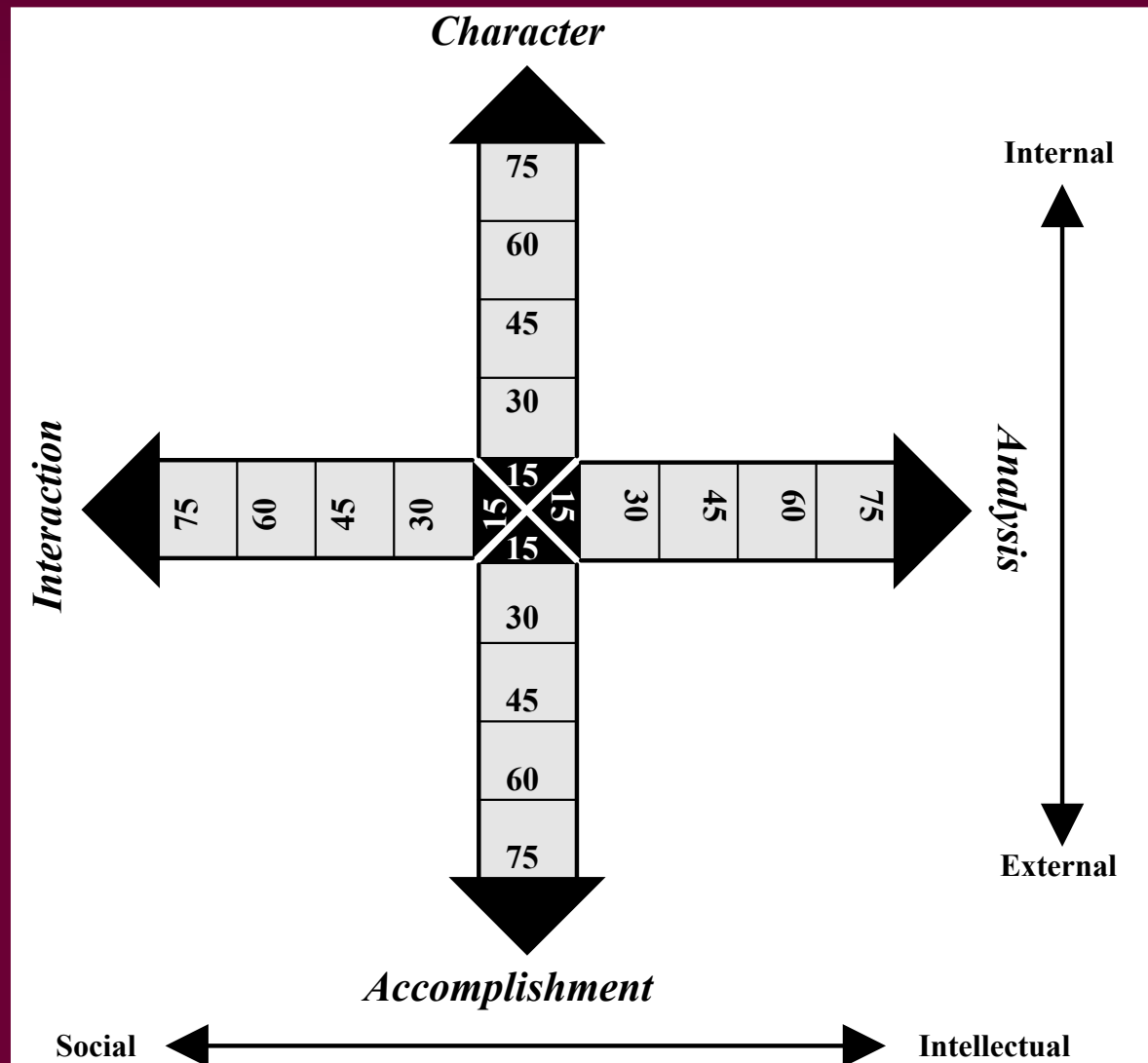
Leaders Respond to What Gets Their Attention

Character: Leaders respond to their *conscience.*

Analysis: Leaders respond to *ideas.*

Accomplishment: Leaders respond to *problems.*

**Interaction:** Leaders respond to *people.*

56

Character

"We want leaders who are credible. We must believe that their word can be trusted, that they are personally excited and enthusiastic about the direction in which they are headed."

– James M. Kouzes and Barry Z. Posner,
"Seven Lessons for Leading the Voyage to the Future" from *The Leader of the Future*

Character

- Responds to own *conscience*
- Has *internal* concerns
- Reflects *values* of followers
- Focuses on *mission*
- Finds sources of *hope* and *enthusiasm*
- Is open to *learning*
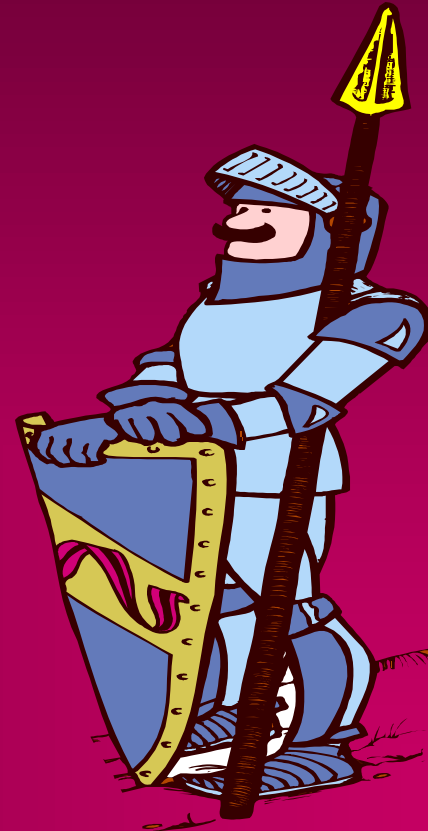
Analysis

"Leaders of the future must be deep thinkers who are smart enough to see new possibilities and to conceptualize them."

– Rosabeth Moss Kanter, "World-Class Leaders," from *The Leader of the Future*

Analysis

■ Responds to *ideas*

■ Has *intellectual* concerns

■ Looks toward the *future*

■ Sees *implications*, not just facts

■ Evaluates *risks* and *opportunities*

■ Follows *intuitive* leads

Accomplishment

"When the conditions are ambiguous and decisions are difficult, leaders must decide, choose, and act."

> – Judith M. Bardwick, "Peacetime Management and Wartime Leadership," from *The Leader of the Future*

Accomplishment

- **Responds to _problems_**
- **Has _external_ concerns**
- **Gets _things_ done**
- **Overcomes _obstacles_**
- **Gets _people_ working together**
- **Takes _control_**

Interaction

"The leader of the future will excel as cheerleader, supporter, and encourager rather than as a judge, critic, or evaluator….This results in an ultimate organization where people not only know where they are headed but are empowered to get there."
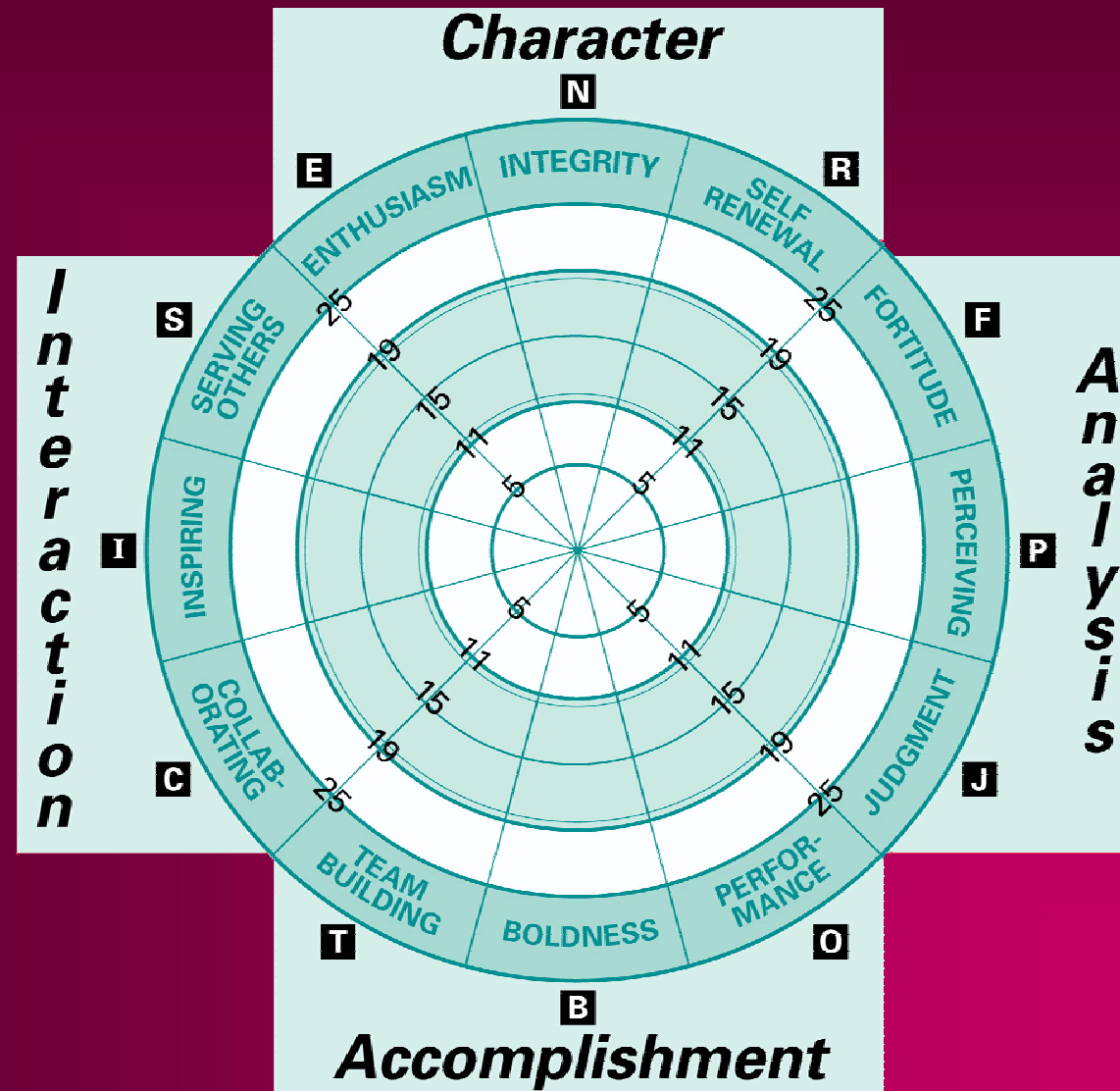
– Ken Blanchard, "Turning the Organization Pyramid Upside Down," from *The Leader of the Future*

63

Interaction

- **Responds to** *people*
- **Has** *social* **concerns**
- **Understands** *wants* **and** *needs* **of others**
- **Knows what** *motivates*
- **Monitors** *feelings*
- *Encourages* **followers**
- **Communicates** *caring*

Dimensions of Leadership Wheel

Character

N

INTEGRITY

E ENTHUSIASM

R SELF RENEWAL

S SERVING OTHERS

F FORTITUDE

Interaction

Analysis

I INSPIRING

PERCEIVING

P

C COLLAB-ORATING

JUDGMENT

J

T TEAM BUILDING

BOLDNESS

PERFOR-MANCE

O

B

Accomplishment

25 19 15 11 5

Focus of Attention
and Related Dimensions

- **Character**
  - Enthusiasm
  - Integrity
  - Self-Renewal
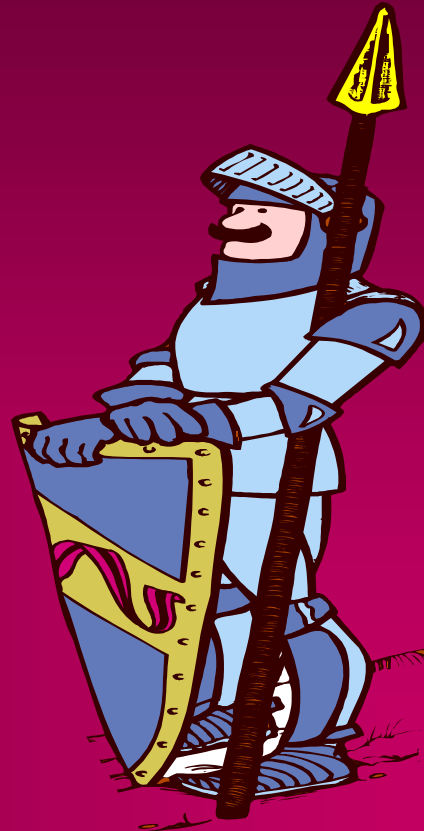
Focus of Attention and Related Dimensions

- **Analysis**
  - Fortitude
  - Perceiving
  - Judgment

Focus of Attention
and Related Dimensions

- **Accomplishment**
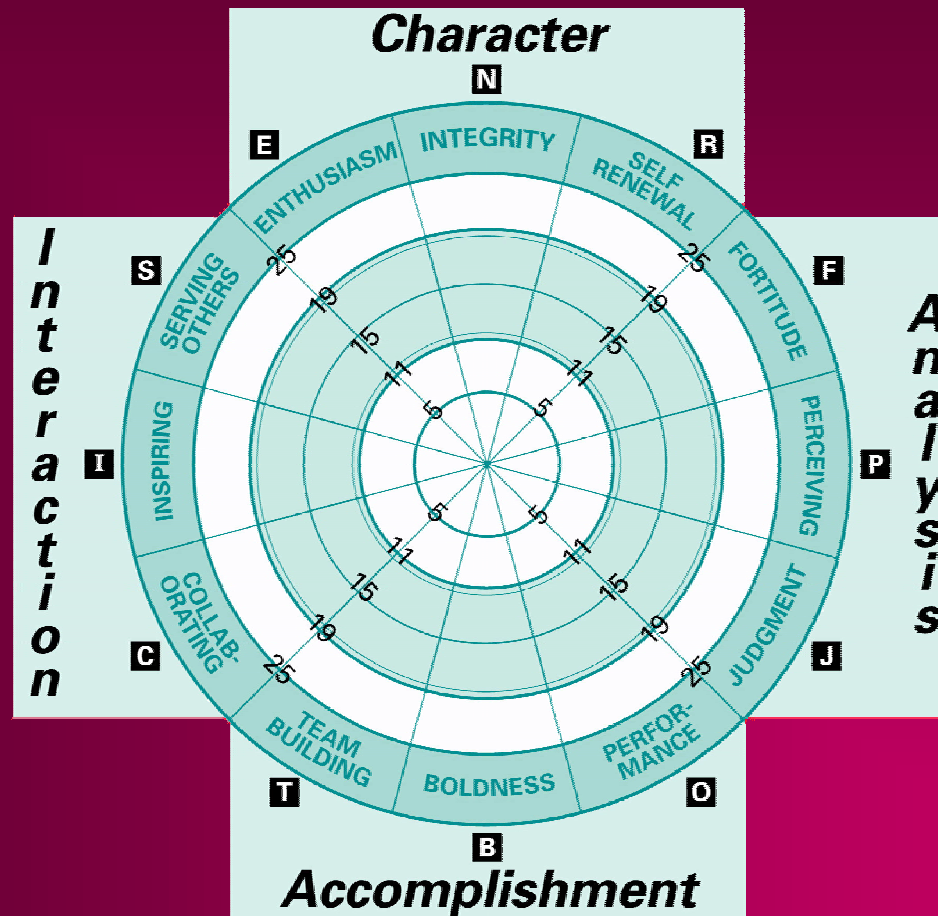 - Performance
  - Boldness
  - Team-Building

Focus of Attention
and Related Dimensions

- **Interaction**
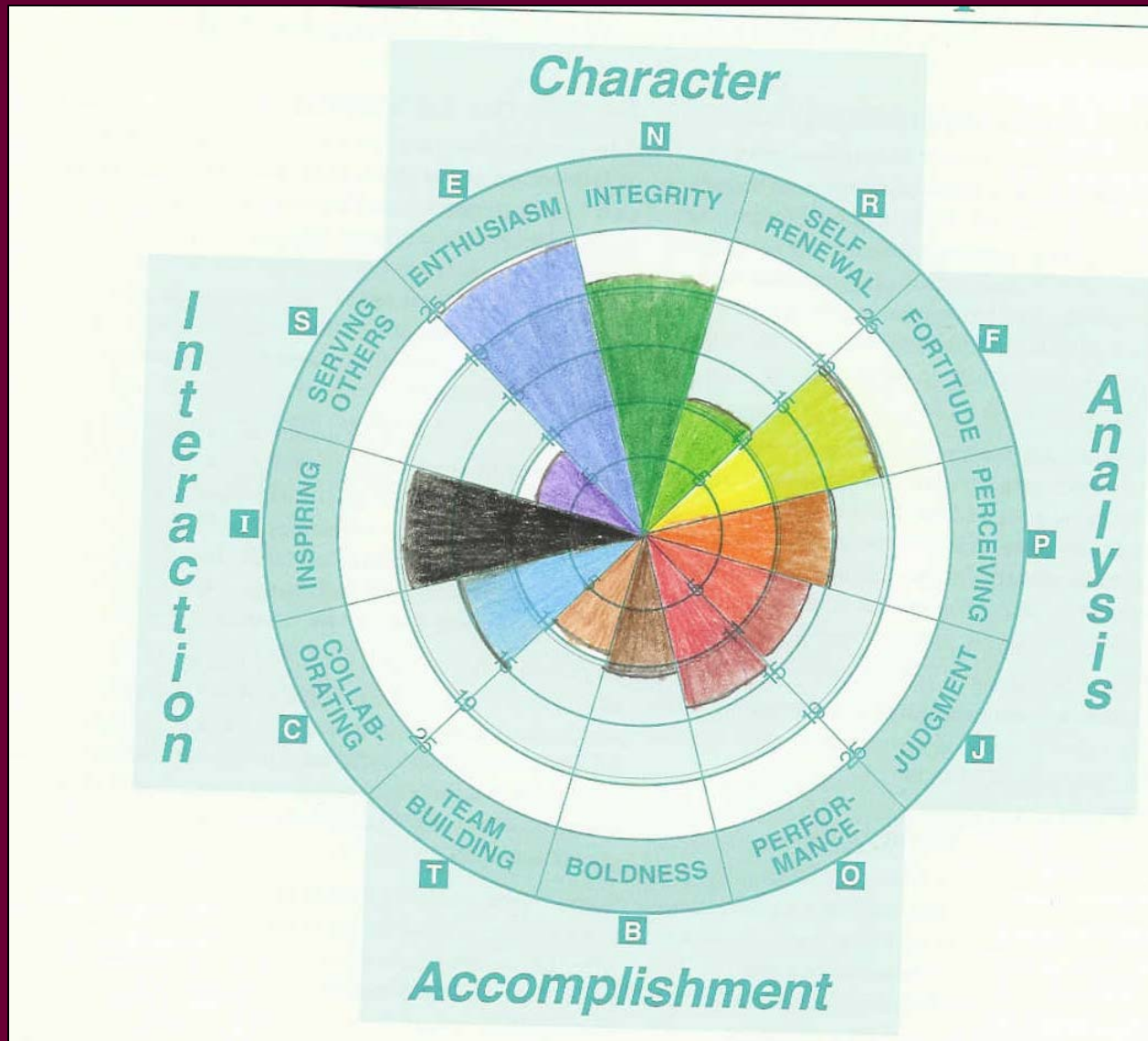 - Collaborating
  - Inspiring
  - Serving Others

Internal
(Leaders respond to their conscience)

Social

(Leaders respond
to people)

Intellectual

(Leaders respond

to ideas)

External
(Leaders respond to problems)

71

Implication of
High Emphasis Scores

- When to lead

- Why people follow

- Who will follow
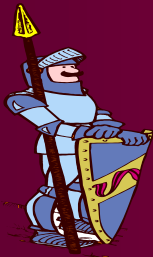
- Problems you may encounter

Character

Enthusiasm: Pursues objectives with passion and optimism and attracts others to the cause.

Integrity: Leads through honesty and acceptance of personal responsibility.

Self-Renewal: Strives to learn and grow; easily adapts to changing circumstances.

"Whoever is careless with the truth in small matters cannot be trusted with the important matters."
- Albert Einstein

Analysis

Fortitude: Acts with courage and confidence in the face of a challenge.

Perceiving: Sees the big picture and alternative possibilities; uses intuition and creativity.

Judgment: Knows what needs to be done and anticipates consequences.

> **"A new leader has to be able to change an organization that is dreamless, soulless and visionless ... someone's got to make a wake up call."**
> - Warren Bennis

Accomplishment

Performance: Gets results by overcoming barriers to effectiveness.

Boldness: Takes an uncompromising approach that involves facing problems head-on.

Team-Building: Accomplishes results through others by getting them to work together.

> **"Excellence is not an accomplishment. It is a spirit, a never-ending process."**
>
> - Lawrence M. Miller

Interaction

Collaborating: Shares rewards and responsibilities with others in the group.

Inspiring: Energizes, motivates, and encourages others to act.

Serving Others: Takes cues from followers; provides what others can't get on their own.

> "In organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions."
>
> - Margaret Wheatly *Leadership and the New Science*

Leadership Process
(Out-In-Out)

Out

1. Something gets your attention (Focus).

In

2. You process observations, thoughts, and feelings, and you make choices.

Out

3. You respond by doing something (Dimension).

Leader/Follower Response Grid

	Leader	Follower
Active	Sees an opportunity and chooses to respond by leading	Sees an opportunity and chooses to respond by following and offering support to the leader
Inactive	Sees an opportunity and chooses not to respond	Sees an opportunity and chooses not to respond, contribute, or follow

Reasons Why People Choose Not to Lead

- May already be committed as a leader in other aspects of his or her role.

- May believe someone else is more effective as a leader in this particular area.

- May have decided it is time to let someone else step forward to take the lead.

Reasons Why People Choose Not to Lead

- May not be interested in reaching out to people in a particular way.

- Organization may be set up so that only managers or others with certain titles are allowed take on leadership responsibilities.

Leader/Follower Action Cycle

How to choose your contributions:

1. Perceive the situation.

2. Evaluate your Dimensions of Leadership in terms of this situation.

3. Choose to lead or follow.

4. Identify contributions and specific action steps.

5. Evaluate your contributions and the current situation.

6. Repeat, beginning with step 1.

- "It is a terrible thing to look over your shoulder when you are trying to lead and find no one there."
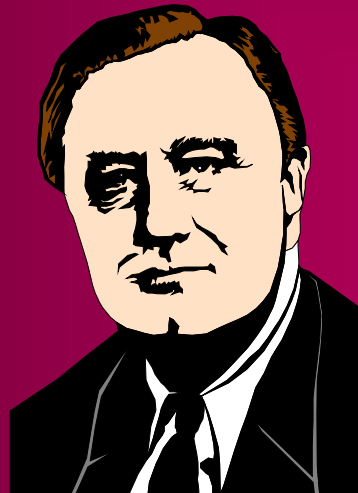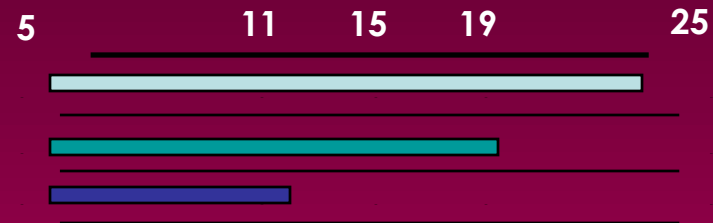
– Franklin Delano Roosevelt

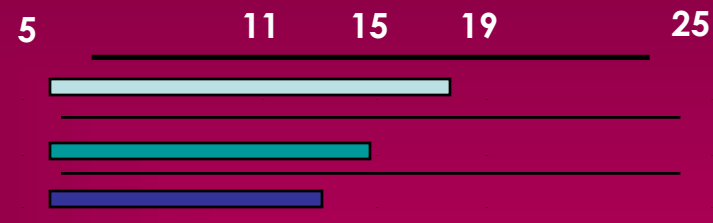# Dimensions of Leadership Profile®
Continuum

Character
- Enthusiasm
- Integrity
- Self-Renewal

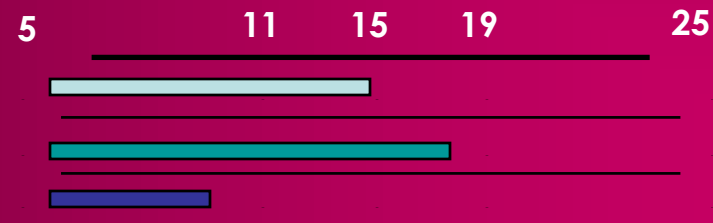**Analysis**
- Fortitude
- Perceiving
- Judgment

Accomplishment
- Performance
- Boldness
- Team-Building

Interaction
- Collaborating
- Inspiring
- Serving Others

5	11	15	19	25

Key Concepts

■ Three leadership perspectives:
  – You as a leader
  – Someone else as a leader
  – Leadership needs of the situation

■ Consider the importance of the follower role and how you can contribute as a follower.

Key Concepts

■ Leadership is a relationship in which someone chooses to lead and others decide to follow.

■ Leaders respond to four constantly changing Focuses of Attention in their environment:

- – Character
- – Analysis
- – Accomplishment
- – Interaction

Key Concepts

■ Based on the most immediate Focus of Attention, a leader responds to the situation with one or more of the 12 Dimensions of Leadership.

■ Different leadership dimensions can contribute to the same situation, and a leader's primary dimension may be influenced by his or her interests, abilities, or experiences.
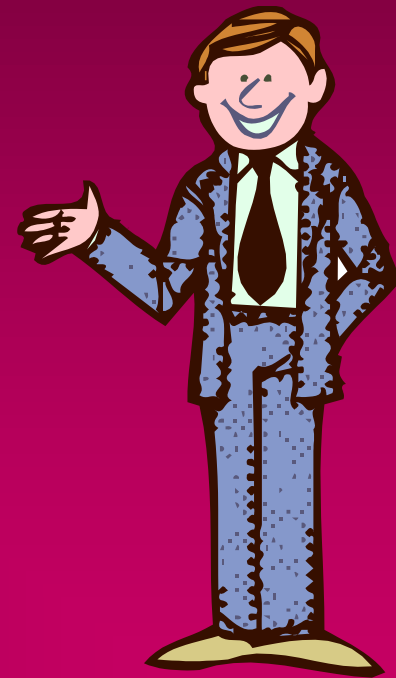
"When the effective leader is finished with his work, the people say it happened naturally."
- Lao Tse
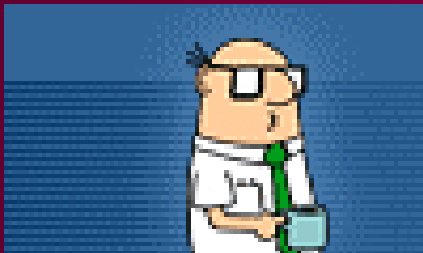
Thank You

Enabling Communications, Inc.
Customized Training and Management Consulting
Telephone: (703) 597-9259/9306
FAX: (703) 491-4646